

AD-A177 840

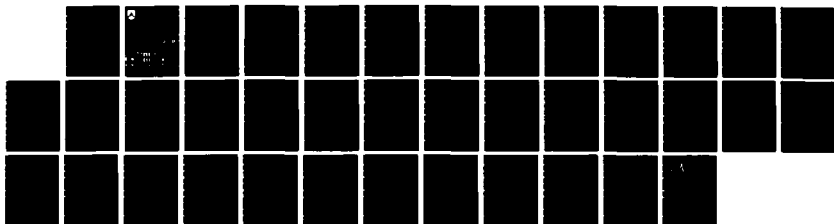
SAFEGUARDS AGAINST TERRORISTS: A HANDBOOK FOR U S
MILITARY PERSONNEL AND FAMILIES(U) AIR WAR COLL MAXWELL
AFB AL C T EDDIE FEB 86 AU-AWC-86-234

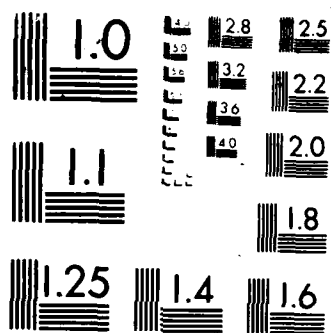
1/1

UNCLASSIFIED

F/G 5/11

NL





MICROCOPY RESOLUTION TEST CHART

5



AIR WAR COLLEGE

RESEARCH REPORT

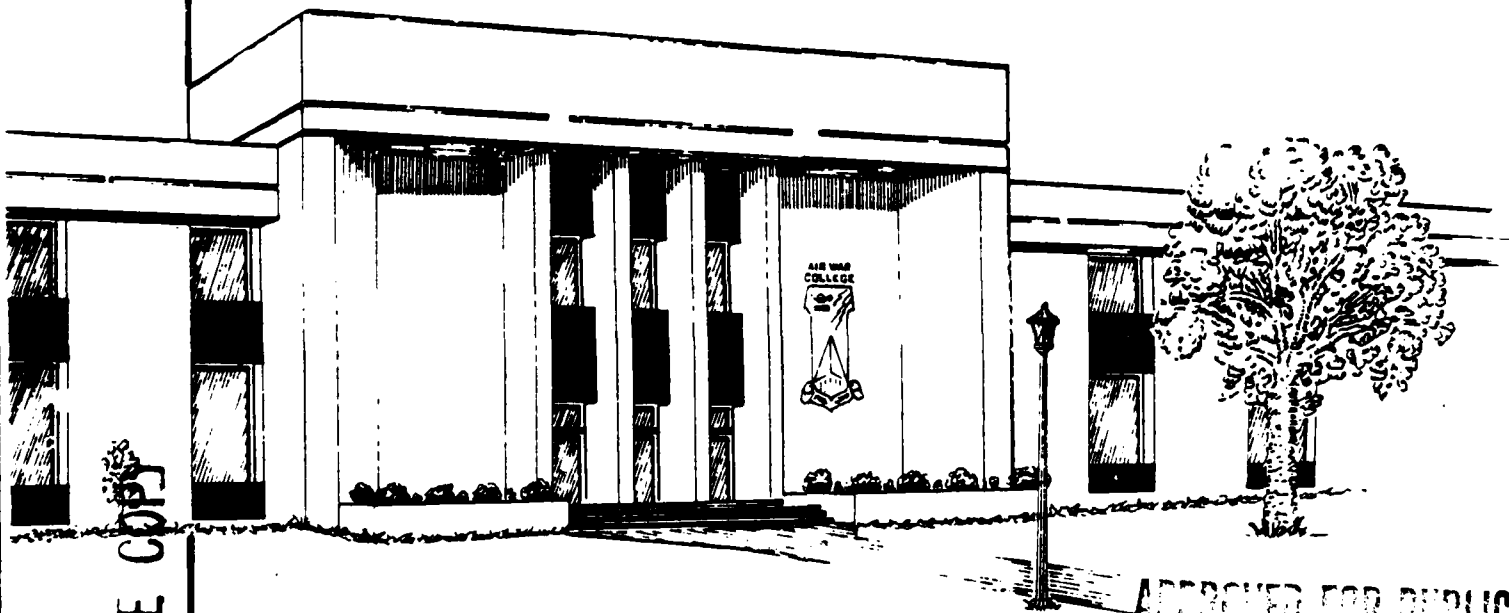
No. AU-AWC-86-234

AD-A177 840

SAFEGUARDS AGAINST TERRORISTS: A HANDBOOK FOR U.S. MILITARY
PERSONNEL AND FAMILIES

By COLONEL CARROLL T. EDDIE, JR.

DTIC
-LECT-
MAR 12 1987
S D



DTIC FILE COPY

AIR UNIVERSITY
UNITED STATES AIR FORCE
MAXWELL AIR FORCE BASE, ALABAMA

APPROVED FOR PUBLIC
RELEASE: DISTRIBUTION
UNLIMITED

AIR WAR COLLEGE
AIR UNIVERSITY

SAFEGUARDS AGAINST TERRORISTS: A HANDBOOK FOR U.S. MILITARY
PERSONNEL AND FAMILIES

by
Carroll T. Eddie, Jr.
Colonel, USAF

A RESEARCH REPORT SUBMITTED TO THE FACULTY
IN
FULFILLMENT OF THE RESEARCH
REQUIREMENT

Research Advisor: Dr. Steven Sloan

MAXWELL AIR FORCE BASE, ALABAMA

February 1986

DISCLAIMER-ABSTAINER

This research report represents the views of the author and does not necessarily reflect the official position of the Air War College or the Department of the Air Force.

This document is the property of the United States Government and is not to be reproduced in whole or in part without permission of the Commandant, Air War College, Maxwell Air Force Base, Alabama.

AIR WAR COLLEGE RESEARCH REPORT ABSTRACT

TITLE: Safeguards Against Terrorists: A Handbook for U.S. Military Personnel and Families.

AUTHOR: Carroll T. Eddie, Jr., Colonel, USAF

The author contends that Americans overseas, and particularly senior U.S. military personnel, are popular terrorist targets, thus military personnel and their families need to be aware of the terrorist threat and have sufficient knowledge and training to protect themselves. This paper presents many practical safeguards which, if followed, would contribute to the security, productivity, and war-fighting readiness of military people, their families and associates. The paper covers the nature of the terrorist threat; the importance of prior family awareness, study, training and preparation; physical security measures; and kidnap prevention.



Accession For	
NTIS CRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
h-1	

BIOGRAPHICAL SKETCH

Colonel Carroll T. "Tom" Eddie, Jr. is a career Air Force officer whose specialty is communications and information systems. He has had a variety of field, staff and command assignments and has traveled widely, to include serving in Alaska and Belgium. He has a BS in Business and Economics from the University of Florida and an MA in International Relations from Boston University. He is a graduate of Squadron Officers School, Armed Forces Staff College and Air War College.

TABLE OF CONTENTS

CHAPTER		PAGE
	DISCLAIMER-ABSTRAINER	ii
	ABSTRACT	iii
	BIOGRAPHICAL SKETCH	iv
	TABLE OF CONTENTS	v
I	INTRODUCTION	1
II	TERRORISM	2
	The Nature of the Threat	2
	Targeting of Americans	3
	Targeting of U.S. Military Personnel	4
III	PRIOR PREPARATION	7
	Awareness, Study and Training	7
	Biographical Data	7
	Codes	8
IV	PHYSICAL SECURITY	11
	Residence Security	11
	Travel	15
	Office Security	19
	Mail Handling and Bombs	20
	Crank/ Bomb Threat Phone Calls	21
V	KIDNAP PREVENTION/A SECURE HOUSEHOLD	22
	Head of Household	22
	Family	22
	Children	25
	Schools	26
	Neighbors	27
	Strangers	27
VI	CONCLUSION	29
	LIST OF REFERENCES	30

CHAPTER I

INTRODUCTION

Americans overseas, and particularly senior U.S. military personnel, are popular terrorist targets. U.S. military personnel and their families need to be aware of the terrorist threat and have sufficient knowledge and training to protect themselves. (1:60)

The purpose of this paper is to prepare an easy-to-follow document which presents simple, practical safeguards which, if followed, would contribute to the security, productivity, and war-fighting readiness of military people, their families and associates.

CHAPTER II

TERRORISM

The Nature of the Threat

There are many definitions of terrorism. As good as any is the Air Force's definition contained in AFR 124-5: "The use of force, violence or threats thereof to attain political goals through fear, intimidation or coercion." Three key elements are included: an act, political motivation and an intended terror effect. (21:1)

Political goals of terrorists may range from independence for certain geographic areas to worldwide revolution. Of course there are many groups whose purpose is to overthrow their government and to replace it with their own brand of enlightened leadership. Terrorists seek to overthrow governments by terrorizing the populace and through repeated acts of violence to demonstrate the government's inability to protect its citizens. The terrorists' political senario contends that the citizens will pressure the government to restore order and the government, fearing for its continued existence, will overreact, suspending many basic rights and freedoms and oppress the people. The people will then begin to adopt the terrorists' view that the government is corrupt, repressive and impotent. The populace will then rally to the terrorists' cause and rise up in revolt and demand a new form of government and a new social order. However, one shouldn't overrate terrorism's political significance. So far, terrorists have not overthrown a single government. Real events should not be confused with media events. (18:51; 20:65-66)

The acts committed by terrorists are largely the same as those of the

common criminal. The vocabulary differs: for instance, a criminal homicide becomes a political assassination. More importantly, the intended effect of the act differs greatly. Terrorists differ from common criminals in even more significant respects. The terrorist's motivation is political rather than personal gain. The terrorist also chooses his target and modus operandi with the intent of affecting a wider audience than just the immediate victims. Perhaps most significantly, since the terrorist needs publicity to enhance his cause, he usually claims credit for his acts. (21:1; 22:32)

Terrorism is violence for effect, rather than violence for its own sake or for personal gain. In this era of instantaneous worldwide mass communications, the news media provide the terrorist with a ready forum from which to publicize his operations and cause. (4:9)

Targeting of Americans

Americans are favored targets overseas. American businesses, government offices and individuals abroad are victims in as many as as third of all recorded terrorist incidents worldwide. No one expects this pattern to change in the foreseeable future. So far, the US has remained largely free of terrorist attacks at home. (1:60)

Why do Americans seem to be a principle target of terrorists? The primary reason seems to be the current relative frequency of Palestinian terrorism, much of which is directed at the US because of what they see as America's long-time, one-sided military and political support of Israel. Their cause is the elimination of the state of Israel and the establishment of a Palestinian state. Another strong reason is that America, as the strongest Western nation, symbolizes modern ideas and ways. Many terrorists want to change the global culture. If one believes that the modern world is corrupt,

that the Great Satan has been unleashed and Satan believes in the emancipation of women, sexy television, alcohol, literacy for the masses -- whom does one attack? If your target is modernism, you hit America. The terrorists believe, quite correctly, that it is American culture that is dominant in this time. (6:108)

Targeting of US Military Personnel

Very few terrorist acts have been directed against major US military installations. This is understandable in terms of the low probability of success with such high security targets versus the questionably greater real or imagined political value of the target. For instance, it may be easier and less risky to bomb the private car of an American general officer than to gain even temporary control of a portion of a NATO air base. If the success of both these attacks carry the same political value, the less risky bombing will be more attractive to the terrorist. (21:3)

This past trend of terrorists generally avoiding major military bases does not rule out attacks against large, well-secured installations. It is precisely this unpredictability and element of surprise which have marked the most significant successes of terrorism in the past. (2:4)

Terrorists usually seek to create a credible threat rather than cause mass destruction. They undertake operations which offer favorable odds in winning a limited, tactical or symbolic success. Terrorists almost always attack "soft" targets, i.e., those with limited or no apparent security, rather than well defended ones. (21:4; 14:175-180)

Major factors in the terrorists' target selection are the political value and the accessibility of a target identifiable with the US or host government. The presence of US military interests in a given country has been and will

continue to be a rallying point for anti-government elements. The most immediate manifestation of that presence is US military personnel -- and they are accessible targets. Senior US military officers take on a symbolic aura representing to the terrorists "US imperialism" or "lackeys" of the host government. (16)

Kidnapping is a tactic resorted to only by the more sophisticated terrorist groups, those possessing a relatively high level of operational expertise and confidence. Although kidnapping represents a small portion of past terrorist operations, it is nonetheless a tactic that Air Force personnel must be prepared to counter. (12:17; 16)

People represent the USAF's most valuable and most vulnerable resource. Air Force personnel are a primary target of terrorists in many countries. Overseas, an attack against a USAF member has international implications. Air Force personnel have been assassinated and kidnapped and their residences and personal vehicles bombed. The Air Force Office of Special Investigations recorded 373 terrorist incidents directed at US military interests around the world from 1968 through 1981 (21.4). In the past four years there have been nine terrorist incidents alone directed at the USAF:

21 May 82 -- A bomb exploded at Hellenikon AB, Athens, Greece damaging the dairy plant inside the base.

1 November 83 -- A car carrying an incendiary device crashed into an unmanned gate at Yokota AB, Japan causing minor damage but no injuries.

3 April 84 -- A security policeman discovered an incendiary device at the Schierstein Compound in Wiesbaden, West Germany.

10 April 84 -- A rail line serving Rhein-Mein AB, West Germany was damaged by the Moenchurch Liberation Armee (MLA).

6 August 84 -- An airman's private vehicle was vandalized on Florennes AB, Belgium.

14 August 84 -- Unidentified persons caused \$11,000 damage to lighting equipment at Wiesbaden AB, West Germany.

6 September 84 -- Three trucks were damaged in Guetersloh, West Germany

13 February 85 -- A fire at the Regent Hotel in Manila, Philippines killed six Americans out of a total of 25 dead. Two airmen on temporary duty from Clark AB escaped with minor injuries. The Communist New Peoples Army (NPA) was blamed for this and several other Manila hotel fires

8 August 85 -- A car bomb planted by the Red Army Faction and France's Direct Action on Rhein-Main AB, West Germany killed an airman and a dependent wife and injured 21 other people. (8)

These incidents show that while there is a very low probability of terrorism threatening you personally, Terrorism is no longer a phenomenon which occasionally impacts on the USAF -- it is increasingly a fact of life that must be dealt with on an everyday basis. (16; 10:47))

CHAPTER III

PRIOR PREPARATION

Awareness, Study and Training

Prior awareness of the threat, study and training are essential to help protect oneself, one's family and associates from terrorists. Being prepared to meet the terrorist threat will undoubtedly also increase a person's readiness and war fighting capability. Additionally, prior awareness, study and training will develop proper personal habits that will help protect a person from ordinary criminals. (16; 11:99)

The terrorist threat involves the family. It is essential to discuss among the family the nature of the threat and the need for protective measures. Ideally, the family should study and train to combat the threat as extensively as the military person does. (7:21)

Biographical Data

If a kidnapping does occur, the authorities quickly need complete information about the victim. Whether or not adequate information is made immediately available to them could mean the difference between the life or death of the victim. There is only one way to be sure you these facts are at hand when they need to be: compile a complete biographical file on each member of the family. Update these files regularly. Store them in a secure, central location where family or friends could obtain them quickly if needed. Each file should contain at least the following information: (5:139; 23:42))

Subject's complete name, address, and phone numbers. Include maiden names of married women.

Complete physical description of subject, including any distinguishing

characteristics such as scars or birthmarks.

Names and descriptions of spouse and children.

Names, addresses, and phone numbers of schools children attend.

Names, addresses, and phone numbers of family members and relatives who can be contacted in case of emergency.

Names, addresses and phone numbers of subject's physician and dentist.

List of hobbies and activities the family participates in.

Make, model, color, and tag numbers of each vehicle owned; including cars, boats, and recreational vehicles.

Credit cards and their numbers.

Banks and other financial institutions the family deals with.

Several color photographs of subject and his family, with different poses.

Fingerprints.

Handwriting and signature samples.

Voice tapes.

Code words (see following section).

Obviously, some of this information is sensitive and would be of great value to a potential kidnapper. Therefore, it is vital to protect these files with stringent security measures. At the least, keep them in sealed envelopes that are stored in locked, high security files or safes.

Codes

It is impossible to prevent every kidnapping. No matter how careful everyone is, some people will fall victim to kidnappers. When this does happen, a few simple code words or phrases may mean the difference

between the victim regaining his freedom or being killed. Codes can be used to determine whether the kidnapping is genuine and the victim dead or alive. If the victim is allowed to communicate, the use of code words could tell us if he is speaking the truth. Designated code words used by the kidnapper could tell us that we are dealing with the original kidnapper, and not some interfering third party drawn by the publicity of the case. Three types of code words or phrases should be available:

Identification Code. Each person should have a key word known only to him and his family and close associate at work. Record this word in his biographical information file. Instruct family members to tell their captor what the word is. This will help investigators to know that the kidnapping is genuine. It will also tell them that at least the victim was alive when he divulged his code word to his captors.

Negative Code. This offers a way for the victim to make known that what he says or writes is not true. Thus, if the code word is "Wow", the victim might say, "Wow, they are treating me well." In actuality, however, he would be saying that he was being treated badly. A similar technique can be used with writing. For instance, hand printing could designate a negative code.

Kidnapper Identification Code. If word of the kidnapping leaks out, interfering criminals or cranks may phone civil authorities in attempts to gain publicity or get the ransom money for themselves. This sort of confusion can be prevented by giving the kidnapper a code word to use whenever he contacts anyone. Thus the authorities can be certain they are dealing with the right person.

Because there may be a great lapse between the time when these codes

are decided upon and when they are needed, it is important to keep them simple. The more basic they are, the easier it will be to remember them over a long period of time. Most people are reluctant to believe that they will ever become victims. This inclines them to regard a code as a mere cloak and dagger game which they need not take seriously. If months or years pass without personal danger, this attitude is reinforced although the news media may provide numerous stories of other victims. As a result, even people who once learned a code thoroughly may forget it. (5:140-41)

CHAPTER IV
PHYSICAL SECURITY
Residence Security

General

When moving, a person's first concern is normally to locate an appropriate home. While many factors will influence this choice, one of the primary considerations should be security. There are many factors which tend to make one home safer than another. The recommendations listed below will assist in selecting a safe and comfortable home. They are directed primarily toward overseas locations where terrorist activity has been or is of concern. While they are not all-inclusive, these recommendations encompass the most basic rules which have frequently proved effective in the past. (9:9)

Location

Alternate routes to the residence should exist and there should be a clear view of the approaches. A home on a dead-end street may be quite, but less secure because you will have to commute along a predictable route.

Avoid isolated locations, ground floor apartments, residences adjacent to vacant lots, and steep hill locations.

The home should be reasonably close to police and fire stations.

If one must live off-base in a country where the populace is generally friendly to Americans, the family will be most secure living in a neighborhood among the native people and establishing a friendly rapport with them. (16) They are far more sensitive than outsiders or foreigners to unusual happenings or trouble in the neighborhood. However, if the populace

is not generally friendly to Americans, the family may be more secure choosing a home located near the homes of other Americans. In any event, make sure neighbors can be signaled without a telephone in an emergency.

Determine if police protection is adequate. Otherwise, insure a competent private security patrol is employed in the neighborhood. (5:101; 3:14-21)

Type Housing

A basic consideration is the type of housing available; such as apartments, cooperative compounds, or separate houses. Generally a well designed and professionally managed apartment is more secure than a separate house. An apartment offers the benefit of close neighbors. If it is a high-rise, unauthorized access to individual units will be more difficult, particularly to those units not on ground level. Apartments also offer the opportunity to share the expense of a security force, a fence and exterior lighting. On the negative side, because many families live together, strangers will have access to the residence complex. Furthermore, most apartments rely on elevators or stairways for public access. If not properly secured, elevators and stairways can pose a security hazard. Another disadvantage of apartment living is the possible false sense of security derived from living in a seemingly secure area. This may cause occupants to become lax in their security habits. (19:33)

An alternative which offers many of the security benefits of an apartment complex combined with the privacy of separate housing is the cooperative compound. This is an arrangement often found overseas where several separate homes may be grouped in a cluster within a fenced or walled area. Like an apartment, this arrangement also presents the

opportunity to share the cost of a guard patrol and other security measures. Importantly, it permits a degree of control over the access of strangers to the vicinity of your home. (3:14-16)

It is difficult to offer hard and fast rules concerning the most secure type of dwelling, as local situations vary widely. A person should consult other members of the American community and local officials. (17:6)

Security Features

When looking for a new home, its physical security features are particularly important. One should specifically note whether the following items are present, whether they could be included by a modification, and whether the landlord would be willing to make any of these improvements at his expense. Some of the most significant security features to assess are:

Insist on adequate fencing or walls with a lockable gate

Insure that utility service lines are reasonably protected. Underground lines are best, lines to the roof or second story are fair; and lines entering the house within easy reach from the ground are the least secure.

Shrubbery near the house should be trimmed in order to deny a hiding place to intruders.

Select a residence with good exterior lighting which illuminates dark pathways and eliminates shadows near the house.

Look for a home with a lighted carport or garage providing an inside entrance to the residence. Off-street parking is very important.

Pay attention to windows. Grillwork on windows is good. Louvered windows are very difficult to secure and should always be protected by grillwork. Storm shutters are also a desirable feature. Windows housing air conditioners should be permanently secured.

Inspect all exterior doors. Door jambs should be solid with minimum space between the jamb and the edge of the door. Hinges should be on the inside or should be welded so that hinge pins cannot be removed. Doors should be solid, light wood panelling, glass panels and hollow core doors offer little security.

All exterior doors should be protected by durable, high quality security dead bolt locks. Good auxiliary locks are available commercially. Assure that all existing locks are re-keyed by a reputable locksmith.

Pay particular attention to sliding glass doors and French doors as they are particularly difficult to secure and the standard equipment locks are almost invariably inadequate. French doors will require multiple locks. Security of sliding glass doors can be increased by cutting a rod to fit in the door's sliding track when it is closed. Several types of commercial locks are available which increase security of sliding glass doors.

Insist on an optical peephole affording a clear view of the area outside the door. An optical device is far superior to an interview portal as it does not permit an intruder to see the resident. Door chains offer virtually no security are are dangerous in that they may induce a false sense of security.

Fire extinguishers should be available and operating.

Consider installation of a burglar alarm and/or intercom systems. Many types are available, covering a wide range of prices, effectiveness, and installation ease. You might consult a private security firm.

Be particularly critical of the following factors in apartments or cooperative compounds

Is a security guard present?

Does he control access to the grounds?

Are stairways lighted?

Are self service elevators locked and access keys controlled?

Discuss the house or apartment you prefer with neighbors and police. What kind of security protection has the landlord afforded? Have there been unfavorable incidents in the area? What has been the response of the local police?

It is highly unlikely that a home will be found which passes all of the above tests, but some will be located which score much higher than others. If one considers these factors and devotes time and effort to making a few simple improvements, a person will have taken an important first step in improving his/her family's security. (5.101-122; 3.14-21)

Travel

General

There are a number of general precautions to take while traveling that will greatly reduce vulnerability to being kidnapped. Most of these safeguards cost little in terms of money or inconvenience when compared with the degree of personal protection they provide.

Keep travel plans private. Restrict all information about travel for business or pleasure to as few people as possible.

Make sure that at least one member of the family or a trusted associate is familiar with the itinerary. In dangerous situations let someone in the family or a trusted staff member know whenever you leave one place or arrive at the next.

Avoid repetitious patterns. Try to vary the days, times, and routes which you travel. The less predictable your travel or commuting patterns are, the more difficult it is for a kidnapper to set up a successful ambush.

Don't travel alone or late at night unless it is absolutely necessary. Always travel with a companion in risky situations. (5:129;3:26-31)

In A Car

Park the car in a locked garage or other protected area. Don't identify executive parking areas as such. Private parking spaces should be identified by number rather than by name. Parking areas should be well lighted and if possible patrolled constantly by members of a security force.

Equip the car with an intrusion alarm system and either a two-way radio or a radio telephone. Keep the car in excellent working condition and use good quality, heavy duty tires to provide increased protection. Always keep the gas tank at least half full, and use a locking gas cap.

Lock the car every time it is left, even in a locked garage. Before you get into a car, walk around it and check for any signs of illegal entry, anyone hiding in the back seat, and anything under the car.

Before driving off, look around to see if there are any occupied cars parked nearby. If there are, watch to see if they follow. Be alert to possible surveillance. Check periodically to see if you are being followed. If you are, make a note of the chase car's license number, make, model, and of its occupants' descriptions; give this to the military police or civil authorities. If you have a radio, use it to notify the authorities. If you don't have a radio, proceed at once to the nearest police station.

Under the dangerous conditions that currently prevail in many foreign countries, it is safer for people who work together to drive to work in convoys of several cars.

Be extremely leery of any type of roadblock or holdup in traffic. Stop well back of any such obstruction and observe it carefully. If at all

suspicious, make a quick turn and beat a hasty retreat.

Don't stop while driving. Kidnappers stage accidents or plant beautiful girls with flat tires on the roadside as bait. Don't fall for any of these tricks. (5:129-130;3:26-31)

Air Travel

Thanks to the security measures instigated in the first few years by the U.S. government and the airline industry to stop aircraft hijackings, commercial air travel is now relatively safe in the U.S. Traveling by commercial air is by far the safest means of travel for executives. Unfortunately, the measures taken to protect air travelers in many foreign areas are not nearly as stringent. Therefore, remember to be far more security conscious when traveling abroad. (1:60)

Some security pointers to use whenever flying:

There is danger both going and coming from the airport. In most cases, airline security measures do not offer protection until inside the terminal.

Do not use an outside travel agency to make reservations. A person has no control over their security and know nothing of their staff. In high-risk areas, consider using an alais when making a reservation.

Avoid identifying oneself, one's position, and rank to strangers met on the flight.

Overnight Stays

Whenever staying away from home overnight either on temporary duty or pleasure trip, a person is more vulnerable to being kidnapped. Below is a list of some of the precautions to help reduce this risk.

Use a portable travel lock on the door of the hotel room. These handy, light-weight locks make it almost impossible for the door to be opened

without being broken down.

Sleep with the window and balcony door locked.

Do not open the room door for anyone.

Stay in hotels or motels that are in a busy part of town.

Do not let anyone but trusted associates and staff members know where you are staying.

In high risk situations, consider registering under an assumed name and call your office or local point of contact every day or two to let them know that you are all right.

Avoid letting strangers know your true identity or for whom you work.

In especially risky situations, you are safer if you travel as part of a group rather than alone.

Travel Abroad

Learn all that is practical about local conditions before leaving for foreign destinations. Avoid high risk areas if at all possible.

Maintain as low a profile as possible.

Let as few people as possible know your true identity.

Safeguard travel plans.

Keep to urban, metropolitan areas. Avoid side trips to the country, no matter how peaceful it may appear. As a rule, authorities have better control over terrorists in the larger cities than they do in the countryside and small villages.

Be wary of servants and foreign staff personnel. Try to keep them from learning more about you and your plans than they absolutely must. Always play down your own importance.

Be cautious in dealing with local authorities. In some countries they

are trustworthy; in others, they are in partnership with criminals.

If at any time you feel that you are in danger, try to get to the American Embassy or U.S. Consular office. If that is not possible, try to get to the embassy or consul of any country friendly to the U.S. (5;130-31)

Office Security

Security at home and in transit is important, but the office also is a threat area. An office is vulnerable because usually it is identifiable with the U.S. government, it may be accessible to the public, and it is manned at predictable times.

As a military person your office physical security will probably be the responsibility of some other military, U.S. government, or host nation organization. Follow their security and operating directives and insure your people do also. Review their directives and your policies in order to improve their effectiveness and to insure they provide maximum possible personnel security consistent with mission requirements. Be imaginative and seriously consider alternatives such as:

Wear civilian clothes rather than military uniforms.

Don't use official cars. If you must, they should be as inconspicuous as possible. If it is acceptable to the host government, cars should bear local license plates and reflect no external U.S. government markings. General officer flags and similar devices are an open invitation to those who wish to provoke unpleasant incidents.

Institute strict visitor control procedures. Barriers between the receptionist's desk and visitors protect the receptionist from being intimidated into permitting unauthorized access to the office. Visitors should be escorted at all times.

Lock all private latrines when not in use and insure that they are cleaned only under the supervision of cleared personnel.

Be alert for unexplained packages or briefcases left in the office area.

Be alert for people loitering near your office.

Mail clerks should be thoroughly trained in detecting mail bombs.

Establish no parking zones in front of your office.

Establish strict controls over directories reflecting the identities, home addresses and telephone numbers of office personnel.

Office personnel should be cautioned not to gossip about co-workers and their official or unofficial activities or travel plans.

Establish telephone trouble signals with your secretary or telephone operator and your family. A simple technique, such as asking to speak to a pre-selected fictitious person, may suffice as a warning signal. (3 31-6)

Mail Handling and Mail Bombs

Overseas mail should be forwarded through the APO system. No mail, especially packages, should be accepted at your residence in a foreign area. Instruct family members and employees never to accept mail, especially unexpected mail, at home. Terrorists have been known to mail and deliver packages containing explosives. Often disguised as books and letters, many of these false packages have unique characteristics. Any packages or letters left at your residence should be observed for the following:

Is the spelling on the package correct?

Do the return address and postmark place differ?

Does the handwriting appear to be of a foreign style?

Does the item have a peculiar odor? Many explosives used by terrorists smell like shoe polish or almonds.

Is the item unusually heavy or light?

Is it uneven in balance or lopsided?

Is there a springiness to the top, bottom or sides?

Isolate any suspect letters or packages. Do not immerse them in water, this may cause the device to detonate. Notify police immediately. (21:5-10; 5:93-98)

Crank/Bomb Threat Phone Calls

Place a bomb threat checklist (and a pencil) at every phone and instruct your office personnel and your family to always follow it. Good checklists are commonly available at military installations. (21:10)

CHAPTER V

KIDNAP PREVENTION

After selecting a home, there are several practices you and your family should employ to enhance your security. These are common sense steps; none will inconvenience you unduly. Taken together, they will greatly increase the likelihood that yours will be a safe and pleasant life at your new home. (5:127-34; 21.5-6; 3.21-26)

Head of Household

Do not list your telephone number and address in local directories.

Do not answer your telephone with your name and rank.

Conduct a security check of all domestic employees. The Embassy, security police office or local police should be willing to assist you.

Maintain a file on each employee to include full name and description, date and place of birth, current photograph and a full set of fingerprints.

If fuse boxes or switch boxes are located outside your home, modify them so that they can be locked.

Family

Adopt positive security rules, involve your family (and household staff if you have one) in their formulation, and stick to them. Your family may already be familiar with many of the techniques commonly used in Crime Watch programs throughout the neighborhoods of the US. These are also excellent preventative measures against terrorists. (and 5:134-35, 16)

Learn emergency telephone numbers, preferably memorize them but at least post them near each telephone. Have each member of the family carry a list of emergency numbers at all times.

Know the whereabouts of all family members at all times. Encourage everyone to check in by telephone. You may also establish a verbal trouble signal among family members (for instance; call your wife Lu, although her name is Luanne).

Do not advertise that your home is occupied by Americans. A bronze sign with your name and rank might be good for your ego, but could also identify you as a potential target.

Do not advise domestics of family activities or travel plans any more than absolutely necessary.

If you and your dependents are not able to speak the host country's language, at least learn and practice a few indigenous phrases such as "I need a policeman, a doctor, help, etc."

Know local procedures for operating pay telephones (many foreign systems differ from ours) and assure that family members carry sufficient change at all times.

Always lock windows and doors. The best locks in the world are of no help if they are not used.

Close draperies during periods of darkness. Draperies should be of opaque, heavy material.

Consider obtaining a dog for protection of your house and grounds. Geese also are popular yard guards in many countries.

Never leave a spare key in the mailbox or in a similar insecure place. The secret hiding place may not be so secure if the household staff is aware of it.

Keep tools, particularly ladders, under lock. A crowbar and a ladder left in your carport could facilitate entry into your bedroom window.

Do not tack notes on the door for family and friends to read; remember, criminals and terrorists can read too.

If you come home and suspect that an unauthorized person is inside, do not go in to investigate and do not call out to the possible intruder. Contact the police or your security patrol.

Do not automatically open your door to strangers; use the peephole and always check credentials.

Be wary of admitting poll-takers and salespersons to your home. Terrorists are known to have gathered substantial information relative to their victims using these ruses. Be alert to peddlers and all strangers. Be alert to public utility crews or other workmen who request access to your residence. Check identities. If there is any doubt, refuse them admittance.

Report frequent wrong numbers or nuisance telephone calls to the telephone company and the police. Someone may be attempting to determine the presence of family members.

Report the presence of strangers in the neighborhood. Most kidnappings of Americans have shown that the perpetrator had an intimate knowledge of the victim's habits.

Watch for strange cars cruising or parked frequently in the area, particularly if one or more occupants remain in the car for extended periods. Make a note of occupants, license numbers and province designators of suspicious vehicles.

Refrain from discussing family activities with strangers.

Avoid discussing family plans over the telephone. Insist that no information be given to strangers over the telephone.

Avoid mailing letters concerning family travel plans from your house

or office, your mail could fall into hostile hands.

Refuse to accept unordered or suspicious packages or letters.

Personally destroy all envelopes and other items which reflect your name and rank.

Limit publicity concerning yourself and your family which may appear in local news media.

Any pattern of activity or routine presents opportunities which may be exploited by terrorists. Encourage your spouse not to shop on a set schedule; vary routes and, as much as possible, times when you take children to school. Do not establish a pattern of always eating in one restaurant on a particular night or of always playing handball at the gym after work.

Have a coordinated family emergency plan. Insure all family members know who to contact if they suspect another family member is in danger. Review protective measures with all family members.

Make sure each family member is prepared to leave the country quickly in case of emergency. Passports, visas and shot records should be current and readily available.

Avoid disputes with citizens of the host country; avoid incidents.

Children

Advise school officials that children are not to be released to strangers under any circumstances.

Instruct children not only to refuse rides from strangers, but also to stay out of reach if a stranger in a car approaches them.

Try to locate your child's room in a part of your home that is not easily accessible from the outside.

Keep the door to your child's room open so that you can hear any

unusual noises.

Never leave your child at home alone or unattended.

Be sure that anybody with whom you leave your child is responsible and trustworthy.

Make sure that outside doors and windows leading into your child's room are kept locked, especially in the evening.

As soon as your child is old enough, teach him/her to:

Never let strangers into your house.

Avoid strangers and never accept rides from anyone that he/she does not know.

Refuse gifts from strangers.

Never leave home without telling you where and with whom he/she is going

Learn how to call the police. He/she should be told to do this if ever you are away and they see a stranger around the house.

Where possible, walk on main thoroughfares.

Tell you if he/she notices a stranger hanging around your neighborhood.

Play in established community playgrounds rather than in isolated areas.

Give a false name if ever asked theirs by a stranger.

Carefully check references of anyone you intend to hire as a babysitter or as domestic help. (and 5:135-36)

Schools

Ask schools to help provide security. They should be asked:

Not to give out any information whatsoever about students

To avoid any kind of publicity in which students are named or their pictures are shown

Not to release a student to someone other than his/her parents without first receiving authorization from a parent. In high-risk situations it is a good idea to allow the child to speak to the parent on the phone before authorizing the release. This practice provides protection against a kidnapper who calls and claims to be the child's parent

To report to the police if any strangers are seen loitering around the school or talking to students. If such strangers are in a car, the teacher should note its make, color, model, and tag number and pass this information on to the police.

To have teachers closely supervise outside play periods.

Neighbors

Meet your neighbors and involve them in your mutual security. Consider hosting an apartment, compound or neighborhood security meeting. You may develop recommendations for the landlord, the private security patrol or the local police. Exchange telephone numbers with near neighbors and consider establishing visual trouble signals with them

Strangers

Family members should be taught that strangers are a potential danger. Kidnappers will often try to use some pretext to enter their victim's home. For that reason family members should be warned never to open the door to a stranger. Visits by maintenance personnel and others should be scheduled. If a person claiming to be from a utility company or other such organization wants to enter, make a call to his company before opening the door

The distressed or injured motorist is another ploy that has been used in a number of kidnappings. It is simple, a stranger knocks on the door and says either that his car has broken down or that he has had a wreck. Often a woman is used to make the sympathy of the request more appealing. The "victim" then asks to use your phone to call for help. Once you open your door you are at his mercy. Teach your family that regardless of the story told to them, the proper thing to do is to keep the door locked and tell the stranger that you will call the authorities for him. If that does not satisfy him, tell him to ask someone else, and possibly suggest you do not understand his language or his request. Such a reaction may seem heartless, but it is the only safe one in today's troubled world. (and 5.136)

CHAPTER VI

CONCLUSION

Americans overseas, and particularly senior U.S. military personnel, are popular terrorist targets. For their security, U.S. military personnel and their families need to be aware of the nature of the terrorist threat and have sufficient knowledge and training to effectively protect themselves. This paper has presented many simple, practical safeguards which, if followed, would contribute greatly to the security of military people and their families. This increased security, and the improved sense of well-being it would promote, would undoubtedly increase the productivity and war-fighting readiness of our military.

LIST OF REFERENCES

1. Americans Are At Center of Terrorist Gunsights. US News and World Report. Year End Issue 1985.
2. Clutterbuck, Richard. Living with Terrorism. New Rochelle, NY, Arlington House, 1975.
3. Cundiff, Maj Robert E. and McCoy, Maj Kenneth B. Safeguards Against Terrorism: A Handbook for US Military Personnel and Families. Maxwell AFB, AL, May 1975
4. Dozier. No Sure Defense Against Terrorism. Current News. Nov 2, 1984.
{p9F}
5. Faqua, Paul and Wilson, Jerry V. Terrorism: The Executive Guide to Survival. Houston, TX, Gulf Publishing, 1978.
6. Force That Moves The World. US News and World Reports. Year End Issue 1985.
7. International Security Group, Inc. Terrorism: How Well Are You Prepared? Wall Street Journal. Dec 8, 1978.
8. Koehrsen, Bernal F. Jr., Lt Col, USAF, Air University CADRE, interview 28 Jan 86.
9. Lee, Edward L. II. Adopting an Executive Protection Program. Security Management. Feb 1984.
10. Mayer, Allan J. and others. Businessmen and Terrorism. Newsweek. Nov 14, 1977.
11. Porter, Lt Col Richard E. Military Hostages: What They Need To Know and Don't. Air University Review 33:94-101 Jan-Feb '82.
12. Rand Corp. Hostage Survival. Some Preliminary Observations. Santa Monica, CA, Apr 1976.

13. Shultz, George P. US Government and Business: Our Common Defense Against Terrorism. Department of State Bulletin. Mar 1985. [p10-12]
14. Silverstein, Martin. Surviving Terrorism. Washington Quarterly 5:175-180 Autumn '82. How to Survive Behind the Terrorist Barricade.
15. Sloan, Steven. Security is a Family Affair. Sooner. Winter 1984.
16. Sloan, Steven. Air University CADRE, Air War College terrorism instructor, Fall 85 and interview 19 Jan 86.
17. Special Report: Hostage Survival. Assets Protection. Oct-Nov 1979
18. State Terrorism Can Trigger War. US News and World Report. Year End Issue 1985.
19. Terror Gangs: Special Report. US News and World Report. May 22, 1978.
20. Terrorist Attacks on US Official Personnel Abroad, 1982-84. Department of State Bulletin. Apr 1985. [p65-66]
21. US Air Force. Terrorism Security Survival. Washington, Mar '82. Cover title: Executive Handbook
22. Wolfertz, Capt Robert T. Surviving a Hostage Situation. Marine Corps Gazette 66:18-20 Jan '82.
23. Wozniak, Dennis A. Executive Protection Preact, Not React. Security Management 28:42-44 Mar '84

END

4-87

DTIC